REGIONAL POLICIES

YOUTH PROGRAMME
ADULTS IN SCOUTING
INSTITUTIONAL DEVELOPMENT
YOUTH INVOLVEMENT

SCOUTS®
Creating a Better World

INTERAMERICAN YOUTH PROGRAMME POLICY

"ONE MISSION, MANY ADVENTURES"

1. INTRODUCTION

Resolution No. 4/90 of the 32nd World Scout Conference, held in Paris, France, in 1990, adopted the World Programme Policy through the following statements:

The Conference:

- recognizes that the Youth Programme is the primary means to achieve the purpose of the Scout Movement and the key to attracting and retaining members;

- is aware of the fact that the document Towards a Strategy for Scouting identifies a weakness in the area of the Youth Programme as perhaps the most important issue the Scout Movement faces;

- adopts the declaration contained in the Conference document No. 6 as the World Programme Policy;

- urges National Scout Organizations (NSOs) to take the necessary measures to reflect this policy in their own policies and procedures and grant adequate resources to the development and implementation of its Youth Programme,

- calls on the World Scout Committee to take all necessary measures to continue to support NSOs in this area.

In line with this resolution, in November 1990, the 22nd Interamerican Scout Conference held in Montevideo, Uruguay, agreed to implement in this Region the so-called "2002 Strategy", approved at the 32nd World Scout Conference.

Between 1990 and 1993 the strategy focused on the development and implementation of participatory planning tools. The result of this first phase put into evidence, among other shortcomings, a programme that did not meet the needs of young people, with insufficiency in diverse aspects.

The 1993–1996 Regional Plan, called "A Leap Forward", was published In July 1993. Together with a further diagnosis of the regional situation, it contained various actions aimed at responding to the needs in Youth Programme, Human Resources and Institutional Management.

In September 1995, the Interamerican Scout Conference, held in Cartagena de Indias, Colombia, unanimously agreed on "the ratification of the Regional Policy of Youth Programme approved by the Interamerican Scout Committee".

Since that time, the Method for Creation and Continuous Updating of the Youth Programme (MACPRO in Spanish) has been used as a synonym for Regional Policy of Programme.

**The Resolution No. 10-17
24th Interamerican Scout Conference
Ciudad del Saber, Panama - 2010**

Consider:

a. The Youth Programme Network has met in the context of the 24th Interamerican Scout Conference in the city of Panama, reaffirming that the Regional Policy of Youth Programme currently in effect is the Method for Creation and Continuous Updating of the Youth Programme (MACPRO in Spanish);

b. There is a need for a document that clearly expresses the current Policy of Youth Programme, until recently only referred to in the aforementioned methodology;

Requests:

- That the Interamerican Scout Committee draws up a document that comprehensively presents the Regional Policy of Youth Programme currently in effect.

- In response to this request the Interamerican Scout Committee proposes this draft document called Interamerican Youth Programme Policy.

2. PURPOSE OF THE POLICY

The purpose of the Interamerican Youth Programme Policy is:

- To present in a comprehensive manner the elements and core concepts that underpin the development of the Youth Programme in the Interamerican Scout Region.

- To adapt the World Programme Policy to the needs and reality of the Region, so as to ensure the full implementation of its concepts throughout the regional area.

- To serve as a framework and support for the development, innovation, implementation and evaluation tasks of the Youth Programme, both at the regional level and at the level of the NSO.

3. APLICABILITY OF THE POLICY

This policy, with de purpose of contributing to the fulfillment of the Mission of Scouting is aimed at all National Scout Organizations recognized by the World Organization of the Scout Movement (WOSM) belonging to the Interamerican Scout Region. Likewise, it also involves different regional organizations such as: the Interamerican Scout Conference, the Interamerican Scout Committee, the World Scout Bureau - Interamerican Region, the Youth Regional Networks, Youth Programme, Adults in Scouting, Institutional Development, Communications and Environment as well as any other network, device or structure to be created in the future.

4. PRINCIPLES OF THE POLICY

The principles governing the Interamerican Youth Programme Policy are:

An updated Youth Programme. A programme that is the product of a constant reflection on educational practices in relation to the Educational Project of the Scout Movement.

A relevant Youth Programme. Because it takes into account the cultural, social, political and economic demands of society.

A significant Youth Programme. Because it considers the interests and meets the needs of young people from the perspective of the Scout Method.

Young people as the center of the programme. It is a young people's programme, and not one "for" them. This means that the development and implementation of the programme is based on the needs and interests of young people in general - not only of young scouts - and with the active participation of young people, considering the fact that they are the main agents of their self-development.

A programme for everyone. A programme that meets the needs of young people from all sections of society. This leads to the design of a programme with the necessary flexibility to adapt to the cultural, social, economic, racial, religious diversity or of any other nature.

A proposal of an education for life. Whereas an educational programme for life is one that provides, in a progressive manner, the opportunity to fully grow as individuals, to be inserted into the realities of the world, to understand it and to transform it, to make decisions according to a code of ethics based on the Scout Law and to function as responsible, caring, autonomous, committed individuals, and in search of their significance.

A programme that maintains unity in diversity. A programme that despite the different adaptations to local realities keeps its unity. This is so because, while the unity is expressed in faithfulness to the Mission, Principles and Method of the Scout Movement, diversity is expressed in response to the realities in which the programme is applied.

A programme that enables the progressive autonomy. A programme that provides increasing opportunities for youth participation in the decision making process, both within their scout unit, as well as in the institutional and community levels. The programme needs to offer young people the opportunity to take part in decisions that affect their lives, this being a significant contribution to the development of active citizenship.

A programme linked with reality. The programme as a space in which young people can experience according to their growth needs and in relation to the environment in which they operate. Therefore, the contents of the programme can not be alienated from the reality of the individual, his group and his surroundings, and must be aware of changes that occur, giving opportunities to live the reality, to discover it and, in the meantime, to grow as individuals.

5. FUNDAMENTAL DEFINITIONS

5.1. MISSION OF SCOUTING

The Mission of the Scout Movement, adopted in the World Scout Conference in Durban, South Africa in 1999, is: "To contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

This is accomplished:

- With the participation of young people in a process of non-formal education during their formative years;

- using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person;

- assisting them to establish a value system for life, based on spiritual, social and personal principles, as expressed in the Promise and Law.

5.2. CAUSE OF SCOUTING

The 39th Scout Conference held in the city of Curitiba, Brazil in January 2011, adopted as the Cause of the Scout Movement: "Education for Life"

5.3. PRINCIPLES OF THE SCOUT MOVEMENT

The Scout Movement is based on the following principles:

- **Duty to God.** Adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the responsibilities that result from them.

- **Duty to Others.** Loyalty to their country in harmony with the promotion of peace, understanding and cooperation at local, national and international levels. Participation in the development of society with recognition and respect for human dignity and the integrity of the natural world.

- **Duty to Self.** Responsibility for their own development.

5.4. SCOUT METHOD

The Scout Method is a system of progressive self-education through:

- A promise and law

- Learning by doing.

- Membership of small groups (for example the patrol), involving, under adult guidance, progressive discovery and acceptance of responsibility and training towards self-government directed towards the development of character, and the acquisition of competence, self-reliance, dependability and capacities both to cooperate and to lead.

- Progressive and stimulating programs of varied activities based on the interests of the participants, including games, useful skills, and services to the community, taking place largely in an outdoors setting in contact with nature.

6. YOUTH PROGRAMME ELEMENTS

6.1. DEFINITION OF YOUTH PROGRAMME

Set of actions that generate educational experiences that meet the interests and needs of young people, carried out through the Scout Method, in order to fulfill the Mission of the Scout Movement.

6.2. ELEMENTS OF THE YOUTH PROGRAMME

The elements of the Youth Programme are:

Organization of Programme in Units. The units (branches and sections) are defined based on age ranges and stages of development. Each of the units requires a special adaptation of the Scout Method to the evolutionary characteristics and development needs of defined age ranges.

Areas of Personal Growth. The Scout Movement takes into account all dimensions of the individual and, therefore, identifies several areas of personal growth. Each young person is encouraged to take responsibility for his or her own development. The educational objectives of the Scout Movement are organized into growth areas that should not be considered as separate, but as part of a whole. The educational proposal of the Youth Programme recognizes six areas of personal growth: physical, intellectual, affective, social, spiritual and character development.

General Objectives. The Scout Movement has an explicit goal: to help young people develop their potential to enable them to grow as individuals and contribute to the development of society. A National Scout Association expresses this goal in its educational project, which is based on an analysis of the needs of young people at a specific time and a specific socio-cultural context. The educational objectives are a more specific and precise expression of this goal. They clearly define, for each personal growth area, the results that a young man or woman can be expected to have reached when leaving the Movement.

Unit or Specific Educational Goals. These goals define, for each area of personal growth, the desirable results that a young man or woman has reached during the time he or she has complied with the programme of an age-specific section. The unit objectives can also be considered as intermediate goals that lead young people step by step, from an age range to another, for the attainment of general educational objectives.

A Personal Progression System. A system based on educational objectives that give coherence, continuity and are organized in increasing complexity. These

educational objectives must be flexible and must have the ability to be customized, adapting to the needs and interests of each young person.

Democratic Decision-making Instances. In order to provide all young people with real opportunities to participate in decision-making processes of their unit. These instances should be provided for each of the units and requires to take into consideration an increasing degree of autonomy.

System for a Participatory Planning of Activities. By means of which children, adolescents and young adults participate, together with adults as educators, in the process of planning, implementing and evaluating of group life of their unit.

Educational Activities. An educational activity is a flow of experiences that offer a young man or woman the opportunity to acquire knowledge, skills and attitudes relevant to one or more educational objectives.

7. OPERATION OF THE POLICY

7.1. NATIONAL LEVEL

In a declaratory, but not limitative form, it is the responsibility of the NSOs in relation to Youth Programme:

- The development and implementation of a National Policy of Youth Programme that guarantees the fulfillment of the Mission of the Scout Movement.

- To have the necessary supporting infrastructure, focused on implementing, evaluating and constantly updating the programme offered by the NSO. Therefore, each NSO needs to designate a national head of the Youth Programme (Director, Programme National Commissioner or equivalent) and a Youth Programme National Team (Commission, National Youth Programme Directorate or equivalent qualifications) with the self-sufficiency required for this role.

- To establish a proper network of territorial animation that will ensure the proper implementation of the Youth Programme in the Scouting units.

- To ensure the availability of educational materials necessary for the implementation of the Youth Programme, promoting their use.

- To ensure that those responsible for the Youth Programme and the Programme for Adults in Scouting, at all levels of the structure, have a close collaboration.

- To establish a permanent system of evaluation of the quality and relevance of the Youth Programme.

- To establish the necessary mechanisms to ensure participation and youth empowerment in the Youth Programme, in accordance with the provisions of the Interamerican Youth Involvement Policy.

7.2. REGIONAL LEVEL

Regarding the Youth Programme, the World Scout Bureau - Interamerican Region, has the following functions:

- To advise and provide technical assistance in terms of review and update of the Youth Programme to member organizations.

- To produce and distribute educational materials related to youth programme as needed, making it available to the NSO.

- To define strategies for research and assessment of the relevance and quality of the Youth Programme.

- To propose and promote seminars, workshops, round tables, etc., intended to facilitate the exchange of ideas, and where new experiences can be shared and the Youth Programme can be evaluated and updated.

- To maintain alignment between the World Programme Policy and the Interamerican Youth Programme Policy.

8. RENEWAL AND UPDATE OF YOUTH PROGRAMME

The development of the Youth Programme is a systematic process that consists of its on its evaluation and adaptation at regular intervals within a National Scout Organization, in order to respond to the changing needs and the changing aspirations of young people and their society, with the purpose of ensuring its validity.

Every NSO is required to evaluate and update its Youth Programme; to guide its structure, functions and efforts towards complying with it.

The Youth Programme should be evaluated at regular intervals in order to make the necessary adjustments. A thorough and systematic review should be undertaken in a period not exceeding 10 years.

8.1. INNOVATION AND DESIGN OF THE YOUTH PROGRAMME

The innovation and design process of the Youth Programme is based on three essential elements:

a. **The Actors.** This refers to both the individuals (adults responsible for children and young people) and groups (teams, councils, committees) that, to a lesser or greater extent, are involved or affected by the process of design and update of the Youth Programme.

   Estos actores se desempeñan en distintos ámbitos, ya sea donde se produce el hecho educativo - las unidades y grupos scout, o bien en las estructuras de apoyo o de animación territorial.

   Los procesos de actualización y renovación del Programa de Jóvenes deben ser ampliamente participativos. Se requiere involucrar a la mayor cantidad de actores posible, en los distintos momentos del proceso, tomando parte en las consultas, evaluaciones, reflexiones y decisiones sobre este tema.

b. **Historical and Social Processess.** Man and woman are both historical beings, they unfold in an historical and social context; therefore their production must be understood in that context. For this reason, the development of the educational proposal of a National Scout Organization should be seen and analyzed as the product of certain actors in a particular social and historical context.

   Regional bodies and NSOs require ensuring the means for obtaining current and relevant information on the socio-cultural context, especially the information related to the problems of children and youth.

c. **Methodologies.** They are systematic processes and procedures based on the fundamental elements of the Scout Movement (Purpose, Principles and Method) that aim to produce an updated, relevant and meaningful Youth Programme.

   This policy proposes as a design methodology of the Youth Programme the so called Method for Creation and Continuous Updating of the Youth Programme (MACPRO in Spanish).

8.2. QUALITY OF THE YOUTH PROGRAMME

A quality Youth Programme is the one that responds to the characteristics listed in the Principles of this policy.

INTERAMERICAN ADULTS IN SCOUTING POLICY

"THE ADULTS WE NEED"

1. INTRODUCTION

In 1990 the World Scout Conference agreed on an approach for the effective management of Adults in Scouting and in 1993 the World Adult Resources Policy was adopted with the main purpose of supporting Adults in Scouting through a systematic programme of adult resources management, designed to improve the effectiveness, commitment and motivation of the adult leadership in order to produce a better youth programme and a more efficiently managed organization.

On the other hand, the 19th Interamerican Scout Conference held in 1995 in Cartagena de Indias adopted the Regional Human Resources Policy called "The leaders we need", as a development of the world policy in the processes of recruitment, training and follow-up.

In January of 2011, the 39th World Scout Conference gathered in Curitiba adopts the Adults in Scouting World Policy, being integrative, incorporating other relevant WOSM policies, encouraging a team approach to supporting adults and building on the principles of learning organizations. The Adults in Scouting World Policy includes all adults within the movement, volunteers or professionals, whether adults or youth members in adulthood who exercise adult functions in the Movement.

In September of the same year, the Level II Course of the Iteramerican Region for Centralamerica, held in Costa Rica, and as a result of the intense work done by the participants, on the Adults in Scouting World Policy, the processes described in "The leaders we need", and specially on the competencies in Scouting, it was recommended that the World Scout Bureau – Interamerican Region review the regional Human Resources Policy "The Leaders We Need," and the structuring of a new Adults in Scouting Policy for the Region, with the proposal to call it "The adults we need.

The above was suggested with the intent of introducing key elements that consolidate it and shape it into a proper policy; strengthening the processes of implementation of a competency-based approach in policies of adult training in National Scout Organizations of the Interamerican Region; unify in diversity, and seek, within the autonomy of each of them, a certain degree of standardization to promote and facilitate the exchange of experiences and trainers between the member countries of the Region.

Following this recommendation, the proposal "The adults we need" was presented and accepted at the third regular session of the Interamerican Scout Committee held in October of 2011, in Trinidad & Tobago, instructing the World Scout Bureau – Interamerican Region its development to be presented, for its approval, at the Interamerican Scout Conference in Argentina.

In coherence with this, during the years 2012 and 2013 the World Scout Bureau – Interamerican Region developed a strategy for the participative formulation of the policy proposal "The adults we need". It started with its presentation to the plenary of the VIII Interamerican Scout Summit celebrated in February of 2012, in Panamá, where it received the support from the Chairmen, Chief Scouts and Executive Directors of the National Scout Organizations that attended.

The most relevant actions include the subregional meetings of the Adults in Scouting Network of the Interamerican Region, carried out in: Central America (13-15 April in Guatemala), Andean (27-29 April in Venezuela), Southern Cone (18-20 May in Argentina), and Caribbean (June 22-24 in Trinidad & Tobago). The meetings focused on the policy proposal document, the collective definition of the principles of the policy and the joint formulation of the core competencies than can be common to the entire Region. Also, two Regional Seminars were held (31 August - 2 September in Costa Rica and 29 September - 1 October in Guyana) where the outcomes, derived from the subregional meetings, were reviewed and enriched.

Parallel and throughout the process actions of feedback and validation, were developed in particular in the Adults in Scouting Network of the Interamerican Region, in the Virtual Platform of the "Global Support Gateway", not only from adults but also for and on behalf of the Youth Advisers ascribed to the area of Adult Resources.

The proposal was also enriched by formal and informal spaces of interchange with internal and external experts, among them with the World Director of Adults in Scouting (4-5 March 2013 in Panama), noting that the proposal is harmonized with the world policies, and additionally introduces and develops fundamental elements.

In this way, the proposal of the Interamerican Adults in Scouting Policy "The adults we need" has been constructed and enriched with the contributions and consensus from several hundreds of adults from the vast majority of National Scout Organizations of the Region.

During the 18th and 19th of September of 2013 the Adults in Scouting Network met, with the participation of 37 persons, representing 16 countries. The proposed Interamerican Adults in Scouting Policy named "The Adults we need" was presented and its approval was unanimously recommended to the 25th Interamerican Scout Conference.

Resolution 13-03
25Th Interamerican Scout Conference
Buenos Aires, Argentina - 2013

Consider:

• That the 39th World Scout Conference adopted the World Adults in Scouting Policy as representing WOSM's policy on the acquisition, retention, training, personal development and management of adults within the Scout Movement, having modified in this way the provisions of the previous World Adults in Scouting Policy and resolutions

• That the Interamerican Scout Committee considered the importance of revising the regional policy "The leaders we need" adopted in 1995, with the intent to:
  - harmonize it with the World Adults in Scouting Policy;
  - introduce key elements that consolidate it and shape it into a proper policy;
  - strengthen the process of implementation of the competency-based approach in the adult management system.

Resolves:

• To adopt the Interamerican Adults in Scouting Policy "The adults we need".

• That the policies and procedures on adult management as established by previous resolutions are now modified by the adoption of the provisions of the Interamerican Adults in Scouting Policy "The adults we need".

• To request the Interamerican Scout Committee to take the necessary steps to ensure the implementation of the provisions of the Interamerican Adults in Scouting Policy "The adults we need".

• To invite National Scout Organizations to implement the provisions of the Interamerican Adults in Scouting Policy "The adults we need".

2. PURPOSE OF THE POLICY

The adults we need complements and develops the World Adults in Scouting Policy of the World Organization of the Scout Movement. It establishes the philosophical, conceptual, pedagogical, structural and administrative framework of the adult management system in order to attract, train and retain the adults required by the Scout Movement to fulfill its Mission in the Interamerican Region.

It strengthens the processes of implementation of the competency approach in the adult management policies in the National Scout Organizations, unifies in the diversity and generates, within the proper autonomy of each of them, certain degrees of standardization, which favors and facilitates the interchange of experiences and trainers between the countries members of the region.

3. SUBJECTS OF POLICY

La presente política cubre a todos los adultos y jóvenes adultos, voluntarios o profesionales, que desempeñan cargos o funciones en la Región Interamericana de la Organización Mundial del Movimiento Scout, en cualquiera de sus niveles.

4. PRINCIPLES

Each National Scout Organization will include in their adult management policies the following principles, common to all the Interamerican Region:

• **Coherence,** linking and developing in a close manner the policies of the different levels with those above.

• **Competency Approach,** as a pillar of the curricular development which, starting from the reality of an established profile, seeks the development of all aspects of an adult in terms of knowledge, skills, attitudes and values required to perform adequately his functions, leading to a certification as a trained and competent adult.

- **Learning Organization,** promoting and recognizing the possibility of the development of competencies of an adult in the day-to-day interaction with others and within his/her context, strengthening the individual, group and organizational learning capacity.

- **Subsidiarity and Descentralization,** bringing closer to the adults the learning opportunities and favoring decision making in the nearest levels to them and within their social and cultural environments.

- **Accessibility and Flexibility,** facilitating the access to the training system in any of its levels through a multiple delivery system of courses, modules and other educational experiences, including those that can be provided by educational systems external to the Movement, with the possibility of varying or changing the administration of the formative processes according to the circumstances or needs.

- **Horizontality,** enabling trainers and trainees to interact as adults, respecting each other, in an educational process of continuous enrichment and feedback.

- **Transparency,** favoring the trust of adults in all the processes and decisions, which can be examined and understood by all in a clear manner and without restrictions.

- **Personalization,** recognizing individual conditions and characteristics and the adult's previous experience, so that he can structure his Personal Training Plan, with the mentorship of a Personal Advisor for this purpose.

- **Meaningful Learning,** linking closely and permanently the knowledge, skills and attitudes the adults need, so they can apply them to situations or problems they face in their day-to-day activities, considering the social and economic reality of their environments.

- **Involvement,** promoting joint decision making between the adults and those who guide and accompany their formation processes, and taking part in carrying out agreed on tasks.

- **Gender Equality,** recognizing the qualities, capacities, differences and similarities between men and women, with equal opportunities in all processes.

- **Quality,** favoring a continuous improvement of the organization, by ensuring consistent and systematic processes of adults' management, in order to produce results and generate impact.

- **Youth Insertion,** promoting that young adults, who have the required profile and competencies, have access to positions or functions, to ensure adequate natural renewal.

5. LIFE CYCLE OF AN ADULT

The adult management system in the Scout Movement comprises a cyclical succession of processes of acquisition, performance and decisions for the future, for each of the positions and functions. This is called life cycle of an adult and seeks to attract, work with and retain the adults we need, during fixed and previously established time frames.

The concept of life cycle does not refer necessarily to the time period of permanence of an adult within the Scout Movement neither is it related exclusively to a specific position or function. In those cases where adults do have different positions or functions at the same time, parallel life cycles are running at different stages.

5.1. RECRUITMENT OF ADULTS

In order to ensure appropriate adult leadership in each of the positions and functions, each National Scout Organization will conduct at all levels internal and external activities of promotion and selection of adults.

The adult leadership selection should: promote that young adults reach positions and functions of high responsibility, foster gender equality in their social and cultural context, and promote diversity, to reach out with the Scout Movement to all segments of the society.

It is recommended that the National Scout Organizations implement procedures for the selection of all adults including the provision and verification of personal and professional data and references, ensuring its proper storage and confidentiality.

The recruitment process of adults comprises:

- assessment of need

- identification of the required competencies, and

- establishment of a commitment, mutual agreement and appointment.t

5.1.1. Assessment of Needs

Based upon the guidelines provided in this policy, each National Scout Organization will determine in its Educational Proposal the characteristics required of the adult within the organization.

Each National Scout Organization will conduct a revision of its structure and organizational processes, in order to guarantee that they give the adequate support to the strategies of the organization, current needs in each of the strategic areas (Youth Programme, Adults in Scouting, Institutional Development) and which, at the same time, will permit it to face the future challenges of the Movement.

This review of the structure and organizational processes starts from the analysis of the current positions, the tasks and functions assigned, the relationships between them, their characteristics and requirements. This analysis will allow the establishment of the positions and functions required within the organization, with their corresponding competencies.

While the determination of needs for permanent positions and functions is generally carried out only once during a period of several years, it is important to consider that it has to be done, too, every time it is needed for new positions or functions, even for those that are temporary (at short or long-term).

5.1.2. Identification of Competenciest

The adult management system is based on the identification of the competencies required for the performance of each of the positions or functions. In the Interamerican Region a competency is defined as an underlying characteristic of an adult, which is causally related to a standard of effectiveness and/ or a superior performance in his position or functions, where:

- Underlying feature means that the competency is a profound part of the personality and can predict behavior in a wide variety of situations and tasks of work.

- Causally related means that the competency originates or anticipates the behavior and performance.

- Standard of effectiveness means that the competency actually predicts who does something well or poorly, measured on a general or standard approach.

Two types of competencies are identified:

- Core, and

- Specific

5.1.2.1. Core Competencies

Core competencies are defined as those that support the values and the Mission of the National Scout Organization and which comply with the following characteristics:

- They are common to all adults within the organization; regardless of the position or functions they perform (Collective and institutionalized).

- On the whole, are identified as belonging to the organization by all other persons, hardly imitable by other organizations pursuing similar or common goals (Inimitable).

- They provide a lasting advantage by being based on what the organization offers, in its way of doings things (Enduring)

Each of the core competencies has four mastery levels and they, at the same time, have the proper observable behaviors belonging to each of the levels. Together, they develop the adult leadership required in our Movement.

The Interamerican Region proposes to the National Scout Organizations to make its own the following core competencies:

- **Adaptability to change:** It is the ability to change points of view, practices and attitudes in response to changes in contexts, conditions and situations.

- **Learning and personal development:** It is the ability to acquire, improve or modify ones competencies, in a voluntary and permanent way, as a response to individual and organizational needs.

- **Commitment:** It is the ability to make one's own the principles and values expressed in the Mission of the Scout Movement, voluntarily assume responsibilities and support and implement decisions for the achievement of the organizational objectives.

- **Organizational awareness:** It is the ability to understand the functioning, structure and culture of the organization, and interpret and predict the way that events or situations will affect individuals and groups thereof.

- **Strategic planning:** It is the ability to establish strategic objectives and plans, with a long-term vision, as the result of the analysis of future scenarios, general trends, and the integration of knowledge and experiences of the Organization.

- **Interpersonal relationships:** It is the ability to be empathetic, solidary and sensitive towards others; respect ideas, beliefs or practices and coexist and interact harmoniously through dialogue.

- **Teamwork:** It is the ability to work effectively with others, within and outside the formal lines of authority, to achieve organizational goals.

5.1.2.2. Specific Competencies

The specific competencies are directly related to the technical aspects of the position or function. It is the National Scout Organization´s responsibility to establish for each position or function the specific competencies that are required for its adequate performance as well as their corresponding evidence for assessment.

5.1.3. Commitment, Mutual Agreement and Appointment

The selection process for any position or function culminates with the establishment of a mutual commitment and agreement between the National Scout Organization and the selected adult, endorsed by a formal appointment issued only by persons authorized for this purpose within the organization.

Each National Scout Organization will establish everything required for both instruments. At a minimum, it will establish:

- the term during which the appointment will be effective,

- the term and the way to carry out the induction and probation term of the adult.

- the adult's commitments with the National Scout Organization,

- the supports and benefits that will be provided to the adult,

- the adult's willingness to develop and refine the required competencies for the position or function, and

- the procedure and moments of the performance evaluation and the compliance with the commitments agreed on.

5.2. PERFORMANCE

The performance refers to the work carried out by the adult in his position or function. For an optimal performance, it has to have:

- a training system that achieves the development of the necessary competencies of the adult, andy

- an accompaniment and follow-up to support the work done by the adult.

5.2.1. Training System

The adult management policies must ensure de training of each adult to perform adequately in the Scout Movement. Hence, each National Scout Organization will develop its Training System that provides, for each position or function, the following processes:

- a Basic Training, and

- a Continuous Perfecting,

being both complemented and reinforced with the assessment and certification processes.

Basic Training is a direct response to the training needs arising from the core and specific competencies associated with a particular position or function. It should promote adequate training for those adults who are in relatively close contact with children and young people, so as to generate safe environments that protect them against all types of violence, physical or mental, injuries or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse. They must recognize the rights of adults and promote adequate training so they do not put themselves in situations that could lead to accusations of inappropriate conduct.

Continuous Perfecting is offered with the purpose of complementing and keeping updated the knowledge, abilities and attitudes of the adult in the performance of that position or function. Therefore it is conceived as a set of training activities, which facilitate permanent learning throughout the life cycle of the adult, after the completion of Basic Training.

Continuous Perfecting also focuses on the personal development of the adult and can be complemented with his aspirations to perform another position or function in the future.

In the case that an adult has been appointed to perform in a parallel manner another position or function, his training for this new position or function is not considered as an action of Continuous Perfecting for the position or function he has been performing, but constitutes a Basic Training for this new position or function. It thus results in a new life cycle, parallel to the one that he has been developing so far. However, depending on the proximity of the two positions or functions, it is possible that the development of some of these competencies may be considered as an action of Continuous Perfectioning for the other position or function.

Each National Scout Organization will establish for each position or function the learning needs to be provided in the Basic Training and methodologies suitable for the development for the Scout Movement's competencies.

Basic training begins with the formulation of a Personal

Training Plan, agreed between the adult and his Personal Training Adviser, establishing:

- the competencies they consider are already developed in the adult, and

- the modules, courses, supervised practices and other learning experiences for the development of the pending competencies.

It is recommended, in any case, that the Personal Training Advisor be the immediate superior of the adult –or the person to whom which he reports- or is part of his work team o is within his closest circle of influence.

It is recommended that the Continuous Perfectioning be also established in a Personal Training Plan, agreed between the adult and the person he reports to. Each National Scout Organization will establish the learning experiences and the procedures for its operation and recognition.

5.2.1.2. Structure of The Training System

Each National Scout Organization will determine the best structure to operate its Training System, considering in its design and implementation their particular situation, needs and current resources, as well as that the Principles stated in this policy are developed and promoted.

5.2.2. Accompaniment and Follow-Up

The Scout Movement seeks that all adults perform successfully in their positions and functions and feel motivated and satisfied in them. For that purpose, each adult will receive from the moment of his appointment and until the end of it, the permanent and adequate accompaniment and follow-up. These will be provided, mainly, by the person he reports to, the team he belongs to, his Personal Training Advisor, the members of the training processes in which he participates and other agents that directly influence it the performance of his functions.

The accompaniment must provide the adult with all the technical, moral and personal support needed for his performance and personal development. It seeks to strengthen his motivation so he can contribute to the Scout Movement his maximum potential and remain I the organization during all the time in which he can provide a proper service.

The follow-up seeks the accomplishment, analysis and evaluation of verifiable results, previously agreed on. It can lead to the establishment of new goals, ways of support, modify behaviors and approaches to the problems, as well as the identification of the additional training means for the adult's competencies development.

Each National Scout Organization will establish everything required to promote an adequate accompaniment of the adults at all levels, as well as the development of tools, strategies, supports and training to the persons in charge of the processes of the 360-degree evaluation of the adult's performance.

5.3. Decisions For The Future

The life cycle of the adult in a position or function ends with a final evaluation, at the end of his appointment, which will allow taking the best decision for the future, it can be:

- Renewal of the appointment of the adult in the same position or function

- Reassignment of the adult in another position or function, as a result of the mobility within a flexible system, or

- The retirement of the adult from the organization, be it because the position or function ceased to exist; because the adult himself took this decision voluntarily; or well because the organization and those responsible of the final evaluation determined that it is the best for the NSO, because of the lack of qualification or commitment of the adult, which may present this last situation even before the end of his appointment.

In any case, whatever the decision that will be taken concerning the adult, always formal recognition and appreciation of his performance should be considered, if applicable. Each National Scout Organization will determine and implement appropriate procedures to support decision-making, recognition and appreciation of their adults.

6. RETENTION OF ADULTS

The retention of adults is an effect of a management system with quality, starting with the way in which recruitment is done, continuing with the adequate process of training and accompaniment during the performance and ending with the appropriate manner of analyzing and determining the decisions for the future. It corresponds to each National Scout Organization, besides generating a permanent dynamic of motivation of the adults, to implement adequate mechanisms for monitoring their retention and applying corrections on time.

7. OPERATIONAL STRUCTURE

The present policy will be developed thru the following levels:

- Regional, in the World Organization of the Scout Movement- Interamerican Region

- National, in each National Scout Organization of the World Organization of the Scout Movement- Interamerican Region

7.1. Regional Level

It is responsibility of the regional level to generate and promote the developments of the current policy, support its implementation processes in the different National Scout Organizations, as well as facilitate the interchange of experiences and trainers between each one of them.

The regional level will operate thru the Director of Adults in Scouting (or his substitute) of the World Scout Bureau-Interamerican Region and the persons, work groups and commissions appointed by him, with the purpose of dealing with specific matters.

It will also operate thru an Adults In Scouting Network, integrated by:

- the person responsible of the area of Adults in Scouting (or his substitute) from each one of the National Scout Organizations that integrate the Interamerican Region and the other adults of the National Scout Organizations that they authorize to participate in the network

- a representative of the Interamerican Scout Committee, designated by it

- the Director of Adults in Scouting (or his substitute) of the World Scout Bureau-Interamerican Region

- other adults that have been invited to participate in the network, even though they may not belong to the area of Adults in Scouting, to the Interamerican Region or even the Scout Movement, and

- a representative of each one of the other existing networks at the regional level of the World Organization of the Scout Movement- Interamerican Region

The coordination of this network will be in charge of a Coordination Core constituted by the mentioned representative of the Interamerican Scout Committee; a representative of those responsible of the area of Adults in Scouting in the National Scout Organizations, member of the network and appointed by them in the way in which the network determines it; and the Director of Adults in Scouting (or his substitute) of the World Scout Bureau-Interamerican Region who, at the same time, will act as Technical Secretary of the network.

In all the pertinent aspects, the Adults in Scouting Network at the regional level will coordinate, by ways of the referred core, with the rest of the networks existing in the World Organization of the Scout Movement- Interamerican Region.

7.2. National Level

Each National Scout Organization will define the most appropriate structure for managing its Adults in Scouting. It is recommended that a National Adults in Scouting Committee be appointed, to be in charge of generating a National Adults in Scouting Policy, and for promoting the developments of all the adult management system, in accordance with this policy. This committee should have, in a consultative manner, a direct link to the areas of Youth Programme and Institutional Development. Also, a National Network of Adults in Scouting should be constituted, in order to support the implementation processes of the Adults in Scouting Policy in the National Scout Organization.

8. REVIEW AND UPDATE

Los adultos que necesitamos deberá ser revisada como respuesta a una mejora continua, con el fin de poder efectuar los ajustes y actualizaciones requeridos. Esto incluye las modificaciones de la Política Mundial en la materia y los cambios derivados de otras políticas de orden mundial o regional que incidan en lo establecido en la presente política.

De la misma manera, **Los adultos que necesitamos** invita a las Organizaciones Scout Nacionales a revisar y actualizar sus políticas de gestión de adultos en los términos descritos.

9. GLOSSARY

Position

It is a set of functions, belonging to a defined place within the organizational structure, which may be temporary (short-term or long-term) or permanent.

Function

The Interamerican Adults in Scouting Policy understands that a function can be interpreted from two different points of view, either: (1) as the set of tasks which are performed on a systematic and reiterated basis, associated to a position, or (2) one or several tasks that are performed on a transitional or permanent basis, without constituting themselves into a position.

INTERAMERICAN INSTITUTIONAL DEVELOPMENT POLICY

1. INTRODUCTION

In the 17th. Interamerican Scout Conference (Montevideo 1990), the Scout Region took conscience about the importance of adequating and implementing the ideas expressed in the document called "To a New Strategy for Scouting" produced that year by the 31th. World Scout Conference (Melbourne 1988).

The 18th Interamerican Scout Conference (San Jose 1992) agreed that the Interamerican Scout Committee should execute a general process of renovation and adequation in the Region.

From that moment they began to elaborate "Triennial Plans" which divided the tasks of Scouting in three strategic areas: Youth Programme, Management of Adults Resources (now known as Adults in Scouting) and one area until that moment less attended to, which was called "Institutional Development".

The 19th Interamerican Scout Conference (Cartagena 1995) approved the Regional Policies for the areas of Youth Programme and Management of Adult Resources. However the third area still lacked definitions and an instrument that could express in a clear and categorical manner the guidelines through which management could materialize to contribute significantly to generate a harmonic development viable and sustainable of Scouting in the Region.

It the 3rd. Interamerican Summit of Chairmen, National Chief Scouts and Executive Directors (Cochabamba 2001), they pronounced themselves on the need of an instrument that could express in an orderly and systematic manner the treatment that the area of Institutional Development should receive. Because of this the 21th Interamerican Scout Conference (Cochabamba 2001), approved the first "Policy of Institutional Development" of the Region.

Twelve years since then, it became necessary for the NSO's to recognize that to fulfill the Mission, the tasks that must be developed had become more complex and demanding each time. This made it necessary to review and evaluate the regional policy Institutional Development.

This process of revision started in the year 2011 with the first cycle of Subregional Meetings of Institutional Development Network, through which the concept of Scouting Institution was consolidated.

In the 7th. Interamerican Scout Summit (Panama 2012), were presented the results of the Subregional Meetings of the Institutional Development Network of 2011 and an action plan to continue with the actualization of the area. During the same year was held a second cycle of Subregional Meetings of the Institutional Development Network plus one Regional Meeting of the Communications Network.

As a result of this meetings, and the work of volunteers and professionals at the services of the NSO's of the Region, plus the support of members of the Interamerican Scout Committee, of the World Scout Committee, of the World Scout Bureau – Central Office and of the World Scout Bureau – Interamerican Region, as the first draft was drawn of the new Policy of Institutional Development, where the management fields defined, their fundamentals and the best practices which articulate them.

During 2013 previous to the 25th Interamerican Scout Conference in Buenos Aires, this draft was the raw material of a third cycle of Sub Regional meetings of the Institutional Development Network, this time held on line and in a presential manner. This draft was worked on intensively and was generated the final version of the current Interamerican Policy of Institutional Development, to be subject to an approval in the Regional Conference of that year.

2. PURPOSE OF THE POLICY

This policy identifies the management fields, the fundamentals and the good practices, articulating them among themselves in the institutional space to lend the Scout Movement the support that it requires. And it expresses the master lines that orientate the work of the bodies that integrate that space.

3. SUBJECTS OF THE POLICY

The current policy is directed to all the levels of NSO that integrate the Interamerican Scout Organization and to its bodies. Namely, the Regional Scout Conference, the Interamerican Scout Committee and the World Scout Bureau - Interamerican Region.

In the same way it also includes all the structures and regional bodies that now exist, as the Regional Networks (Youth Programme, Adults in Scouting, Institutional Development, Communications, Youth and Environment, Development and Peace); also any other to be created in the future.

All the instances and levels of the structures before mentioned, must enforce and comply with the concepts and principles expressed in this policy and in this sense carry out all the actions and efforts necessary to generate and warrantee the creation and maintenance of the bust possible conditions that promote and permit the continuous improvement and the positive impacts for the achievement of the Mission and Vision of the Scout Movement.

4. PRINCIPLES OF THE POLICY

- **Institutional Memory.** It recognizes the regional and world background on the matter and its evolution. Evaluates and values them to use them as a basis in their current formulation.

- **Collectivity and Consensus.** They are the consultation processes that are carried out in the entire Region. In these processes the representatives of the various levels should be involved. The process implies to subject to the consideration all qualified actors the proposals to decide on appropriateness and that way build consensus.

- **Dynamism and Flexibility.** It recognizes that the institution performs in surroundings in constant change and because of that it must have the capacity to adapt to multiple scenarios. The National and local realities of each one of the countries that integrates the Region present notable differences and some similarities, for that reason this policy must be flexible so it can be implemented in all those places.

- **Aspirational and Transformational.** It constitutes a declaration of wishes, a "Should Be" of how to organize Institutional Development to accomplish with its finality of serving every time in a better manner the Scout Movement. It desires to transform the present institution to adequate it better to the fulfillment of its Vision and Mission generating optimum results.

- **Congruency.** It recognizes and reaffirms the values and principles of the Scout Movement and it promotes their praxis at all levels of the structure.

5. ESSENTIAL DEFINITIONS

- **Institutional Development.** It's the area that's dedicated to work in promoting progress and integral growth of the institution so that each day it can fulfill better its social function, through the application of its own program and method.

- **Management Fields.** They are the work areas of Institutional Development. It consists in the concrete tasks of diverse nature and content that must be executed to satisfy the needs of the Scout Movement.

- **Fundamentals of Institutional Development.** They are the core elements that direct thought and performance of the bodies that execute the tasks in the Management Fields. They constitute the essential reason that orientates decision-making and its performance.

- **Best Practices.** They are the materialization in a visible and tangible way, and therefore measurable, of the application of the Fundamentals of Institutional Development in the Management Fields.

6. THE SCOUT INSTITUTION

"The Scout Movement" arose in a spontaneous way. The young people that read the publications of the founder got together in the way he proposed to perform the activities there shown. This way was born what we call today the Scout Movement, which we conceive as the sum of volunteers' adults and youth, which share around the Scout Programme by applying the Scout Method.

"The Organization" appears as a product of the accelerated growth and expansion of the Scout Movement. It formalized the relations and gave way to the need of counting with a structure that would give support to the strategies of the Scout Movement. As a result of a long history, is that the World Organization of the Scout Movement has been constituted. These two instances: The Movement and the Organization maintain themselves in a close and constant interaction, satisfying needs and providing services, generating synergies between themselves.

"The Institution" it develops as a result of that synergy between the Movement and the Organization, giving place to an intangible entity, but real, that inhabits in the minds of all its members, including that of those persons that don't belong to it, but that recognize it as positive. The institution is the imperishable and transcendental, at whose service all adults must be. Therefore is possible affirmed in a categorical manner that the World Organization of the Scout Movement and the National Scout Organizations constitute an "Institutions".

7. MANAGEMENT FIELDS

Los ámbitos de gestión están dados por las espacios básicos y fundamentales en los que toda OSN debe actuar desde el punto de vista institucional. Cada uno de ellos es perfectamente diferenciable de los otros, tanto por los recursos que utiliza, como por los productos que genera.

Se hace necesario que las OSN de la Región adecuen sus estructuras conforme a estos ámbitos de gestión y que de ser necesario creen los órganos correspondientes, todo ello con el fin de fortalecerse y prestar un mejor servicio de manera integral al voluntariado y por tanto al Movimiento.
Se recomienda que las OSN tengan normas claras de responsabilidad que permitan evaluar sus niveles de rendimiento conforme a un amplio conjunto de criterios objetivamente medibles, conocidos y accesibles a todas las partes interesadas. Deben considerarse las mejores prácticas para el desarrollo del marco estratégico, la integridad de los ámbitos de gestión y la cuantificación de los resultados, todo ello con el fin de alimentar un proceso de mejora continua.

7.1. GENERALITIES

The management fields are given by the basic and fundamental spaces in which all NSO must act from an institutional point view. Each one of them can be perfectly differentiated from the others, both by the resources it uses as by the products it generates.

It becomes necessary that the NSO of the region adequate their structures according to the management fields and if necessary create the corresponding bodies, all of this with the purpose of strengthening themselves and providing a better service in an integral way to volunteers and therefore to the Movement.

It is recommended that the NSO have clear responsibility norms that can permit the assessment of their levels of performance according to a wide number of criteria measurable objectively and known and accessible to all interested parties. The best practices must be considered for the development of the strategic framework, the integrality of the management fields and the quantification of the results, all of this with the purpose of feeding a process of continuous improvement.

7.2. DESCRIPTION OF MANAGEMENT FIELDS

Taking in account the principles of the Policy, the management fields of Institutional Development are:

7.2.1. Governance

It consists in making decisions, complying with them, and watching that other responsible of their implementation also comply. It takes care of:cumplan. Se ocupa de:

- **Government:** Conduction and Institutional sustainability. It's the essential labor that the governing bodies do integrated by elected members, e.g. National Scout Councils or their equivalents in each NSO.

- **Regulations:** Creation, revision an even suppression of the internal norms of the organization that is necessary to ensure its adequate functioning.

- **Structures:** Development and adequacy of internal bodies aligned to the strategy to fulfill the Vision and Mission. It is defined in the regulations.

- **Functions:** They are the task that are performed the different bodies that make up the structure, as well as the persons that integrate them. They are defined in the regulations.

- **Strategic Planning:** Defining objectives and the time to achieve them, which must be the product of a process where all the opportunities and threats of the environment and self-strengths and weaknesses are, analyzed and weighted.

7.2.2. Administration

It consists in making plans, organize, direct and control the financials, materials and human resources, in order to get them the maximum benefit. It takes care of:

- **Financial resources management:** Control of incomes, expenses, prioritizes them and sees to that they are dealt with in time.

- **Management of fixed and variable assets:** Control of assets, of the inventory and of it updating.

- **Human Resources Management:** Management of the personnel that provides professional services.

- **Compliance with legal obligations with the State:** Compliance with the benefits a service regime of employees. Tax obligations and special disposition regarding childhood and youth as well as any other that the organization can be responsible as a consequence regarding ordinary course as a legal entity and the activities it does.

- **General Services to facilities and estates:** Maintenance of the facilities it has to ensure its proper functioning.

7.2.3. Movilización de FondosFunds mobilization

It consists in obtaining additional funds, different to the regular income. It takes care of Generation and procurement of funds: Design and execution of charitable/gift activities and/or writing projects to procure funds.

7.2.4. CCommunications and Interinstitutional Relations

It consists in capturing information process it and sends it to the intended recipients making use of official channels. Build a positive public image and maintaining. Establish mutually beneficial relationships with other institutions and entities. It takes care of:

● **Internal Communications:** Information to the membership and persons related to what happens in the institution.

● **External communications:** Information to the different external audience (community, press, government etc.) what corresponds officially.

● **Public Relations:** Sustain favorable relations with all external entities.

● **Inter institutional relations:** Creation, development of interinstitutional agreements and strategic alliances.

7.2.5 International Relations

It consists in maintaining contact and builds relationships with various bodies of international nature. It takes care of:

● **Internal International Relations:** Establishing and maintaining ties with WOSM and other NSO.

● **External International Relations:** Establishing and maintaining ties with Diplomatic and Consular representations of other States and multilateral organisms.

7.2.6. Operations

It consists in keep track of membership data and provides support tasks in the area of Institutional Development to the intermediate and base levels of the structure. It takes care of:

● **Membership Registry:** Control and maintenance of the database of the system where this information is stored.

● **Statistics:** Control of the historical register of the membership to use it for analysis and investigation that feed strategic planning processes.

● **Follow Up:** Support to the middle and at grass level of the structure, doing territorial animation.

7.2.7. Risk Management

It consists in make a catalog of risks, evaluate it, develop contingency plans for prevention and control and mitigate them if they occur. It takes care of:

● **Asset Risks:** Guarding the tangible assets (fixed, variable, goods, intellectual property) and intangible assets (image, prestige, credibility, positioning etc.).

● **Youth Risks:** Protection of fiscal, mental and spiritual security and integrity of the beneficiaries of the Program.

● **Adult Risks:** Protection of fiscal, mental and spiritual security and integrity of all Adults at all levels.

7.2.8. Ethics and Audit

It consists of making subsequent control of administration activities and ensuring that adults are recognized or sanctioned as appropriate. It takes care of:

● **Control:** Vigilance and audit of the administration.

● **Ethics:** Vigilance of Adults behavior so they keep adhered to the principles and values of the institution and the rules.

● **Management of the Scheme of Recognitions and sanctions to adults.**

7.3. YOUTH PARTICIPATION IN THE MANAGEMENT FIELDS

The Scout Movement is of an organization youth people; therefore all of its areas should be open to participation and involvement of its youth members at all levels. In this sense the recipients of this policy are invited in a most emphatic way to open their ad equating processes, of creation of bodies and their work in them including youth participation in all Management fields. This youth participation must be done taking into account the interest that youth shows, their competencies and the degree of development.

8. FUNDAMENTALS OF INSTITUTIONAL DEVELOPMENT

- **Democracy:** The democracy in its most ample definition, involves and commits on an equal basis all bodies and levels of the Institution. It must manifest itself in all practices, which must exhibit at all times: legality, legitimacy, transparency, aperture, inclusion, respect, responsibility, alterability, consensus, justice, equity, efficiency, empathy and youth participation.

- **Surroundings and Keeping Up Date:** The institution must live up front to society observing its processes and changes, so as to understand how these relate and affect the Scout Movement and Youth, with the objective of maintaining itself in constant renovation, taking advantage of the opportunities that come up and confronting the new challenges and needs that show up.

- **Service and Support (Integrality):** All the efforts that are executed within the institution must have as an end the support of the work of the Scout Movement in comprehensive way, attending all its needs creating the best conditions for its growth and development.

- **Orientation to Results and Impact:** All the performance of the institution must respond to an strategic criteria with the objective of minimizing the efforts and maximizing results, making these have the greatest impact within and out of the institution.

9. BEST PRACTICES

The best practices are the result of the articulation of the Fundamentals of Institutional Development with each of the management fields. They also arise from the experience of the organization itself, as from other institutions that run similar tasks.

Best practices respond to situations that have been previously defined and characterized, basing itself in realistic expectancies; they are developed on the basis of professional criteria, to generate results and impact, for that reason they are measurable and can be evaluated. Are dynamic because they are part of a process of continuous improvement that gives them feedback and maintains in a constant improving. They are public; all the members of the Institution must know them and put them into use as corresponds. Finally, they must be closely linked with the principles and values of the institution. The best practices are characterized for being innovative, effectives, sustainable, replicable and applicable to all the Institution.

These best practices will be developed in complementary documents. Those materials will also be products of processes of consultation and consensus, and of a deep investigation, so they will be pertinent and precise. They will be revised and updated in a constant as part of continuous improvement.

10. INSTITUTIONAL HEALTH

The "Healthy Institution" is that witch complies with the Mission and Vision, with observance to its principles and values through the execution of best practice in a conscious, systematic, and sustainable way, in a democratic way, transparent and responsible, generating a culture congruent and a good climate between its members and those to whom they relate, projecting a positive image to society.

11. RESPONSABILITIES

- **National Level:** Apply this policy in its area of influence. Disseminate it between its members. Design and execute processes to adequate its policies and structures. Collaborate in making the materials that develop it and complement it.

- **Regional Level:** Apply this policy in their area of influence. Contribute to broadcast on the OSN and the various regional bodies. SUPPORTS NSO in is implementation and provides technical assistance as needed. Building materials and complement develop and disseminate policy.

12. REVISION AND UPDATING OF THE POLICY

The current policy and its complementary materials will be in a constant revision and updating, as these are part of a process of continuous improvement. A profound evaluation will be conducted in a span of not more than ten years.

INTERAMERICAN YOUTH INVOLVEMENT POLICY

"ON THE ROAD TO TOWARDS THE EMPOWERMENT OF YOUNG PEOPLEZ"

1. INTRODUCTION

The 33rd World Scout Conference, meeting in 1993 in Bangkok, Thailand, adopted the Policy on Involvement of Young Members in Decision Making. The policy was introduced as part of the Strategy for Scouting and, in particular, the Youth Programme priority of the Strategy. It was an important contribution towards further strengthening the implementation of the World Programme Policy adopted by the previous World Conference (Paris, 1990).

This policy established that "the World Organization of the Scout Movement (WOMS) must reflect this policy statement in its own internal practices and procedures at regional and world levels".

This includes:

* Provision of opportunities for young adults to participate in decision-making processes and for training to be effective in such decision-making;

* Representation of young adults in technical committees and other advisory or decision-making bodies;

* Organization of Youth Forums for the expression of the youth perspective and for the training of young members in appropriate skills.

The policy statement of the World Scout Committee, as amended and endorsed by the 36th World Scout Conference in Thessaloniki, Greece (2002), established that: "As far as the participation of young men and women in WOSM bodies at world or regional level is concerned, the World Scout Committee believes that this will largely be solved when the participation of young people in national bodies is achieved; it will be a natural consequence of effective local and national participation. This, however, can only be accomplished in the long term, since youth involvement is not adequately applied within national associations. The Committee feels that something needs to be done at world level in the immediate future in order to get the process started and convey a strong message to the Movement, which defines itself as being a movement of young people and not only for young people."

The same Conference considered Youth Involvement as the number one strategic priority of the Scout Movement.

Both policies have made possible the establishment of several mechanisms and resources to foster Youth Involvement at world level.

In the Interamerican Scout Region

In the same way, when adopting world resolutions, starting from the meeting of the Interamerican Scout Committee (ISC) held in January of the year 2000, the region has considered a broad acceptance of the potential and the valuable results that can be obtained by basing the operation on networks and work groups which were assigned specific tasks within pre-determined time frames. When considering these facts in the context of the policy adopted in October 1998 on the establishment of networks and work groups, in substitution of ISC commissions and of the objectives 14 to 18 of the Regional Plan 2000-2002, "It is time to grow", the Interamerican Scout Committee agreed to establish the Youth Network in compliance with the proposal of the Interamerican Youth Forum held in Guadalajara, Mexico, in 1998, and adopted by resolution No. 7 of the 20th Interamerican Scout Conference. In this context, the constituent meeting of the youth network was held in Cochabamba, Bolivia, in March 2001, where, the needs of the youth were identified at individual, national, and regional levels.

2. PURPOSE OF THE POLICY

The purpose of this policy is to generate guidelines for youth involvement in the Interamerican Scout Region, as well as to serve as a reference for the National Scout Organizations in the development of their national youth involvement policy.

Recognizing the importance of youth involvement in decision-making as a key element of the Scout method entails the need to strengthen and ensure youth involvement at all levels in the Scout Movement.

The follow-up on Resolution 8/11 adopted by the 39th World Scout Conference in Curitiba, Brazil 2011 "Youth involvement in decision-making in National Scout Organizations and within WOSM", – in which the NSOs

are requested to adopt the vision for the participation of youth – encourages National Scout Organizations to create and identify the opportunities for youth to participate in decision-making at unit, institutional and community level; and it recommends that every NSO establish objectives for youth involvement, so that the progress and achievements can be measured.

All this in line with what was stated in the Policy on Involvement of Young Members in Decision-Making that says: "Scouting is a Movement of young people, supported by adults; it is not a Movement for young people managed by adults only. Thus, Scouting offers the potential for a learning community of young people and adults, working together in a partnership of enthusiasm and experience".

3. SUBJECTS OF THE POLICY

The present policy is addressed to all the NSOs recognized by WOSM that belong to the Inter-American Region. In the same manner it also reaches to the different bodies at regional level, namely the Inter-American Scout Conference, the Interamerican Scout Committee, the World Scout Bureau - Interamerican Region and the different structures existing for technical assistance or support, such as the regional networks of Youth Programme, Adults in Scouting, Institutional Development, Communications, and Environment; as well as any other network, mechanism or structure that is created in the future.

In all these bodies, and at different levels, "Youth Involvement" should be understood within a cross-alignment context that passes through them and commits all alike, given that the "first strategic priority" of WOSM, defined by the World Scout Conference in Thessaloniki and ratified at the World Scout Conference of Curitiba, addresses this important subject, requesting the NSOs to give it the necessary emphasis.

All the instances and levels of the structures of the Organization of the Scout Movement aforementioned, must be cross-aligned with each other and the strategic priority, and for that purpose must undertake all the actions and efforts necessary to generate and ensure a climate that promotes and allows the highest and best growth and development of youth involvement in their different fields of management and influence.

Youth involvement within the Scout Movement is differentiated in to three segments of participants:

Youth. Individuals, recipients the programme in a Scout Unit, from the minimum age for joining the NSO, up to the age prior to becoming an adult as established in the country.

Young adult. Individuals, recipients of the programme in a Scout unit, that have reached the minimum legal age in the country, up to the maximum age permitted to participate in the senior section of the NSO

Adult. Individuals that have reached the legal age in the country, and prior to being 30 years of age, that have the role of a responsible adult within the Scout Movement.

4. PRINCIPLES OF THE POLICY

In developing their national Youth Involvement policies, all National Scout Organizations in the Interamerican Scout Region, are required to include the following principles:

Based on rights. It means youth involvement such as the right of all young members of the NSOS to have a voice in the decisions that affect their lives. In this sense, it means that the NSO will boost and will respect the rights of young people.

Inclusive. Effective youth involvement is the result of the joint effort of all decision-making structures and organism of WOSM. Therefore, NSOs are required to consider the views and proposals from all levels of the Organization, from the scout unit up to the World Conference. In addition, although the main focus of youth involvement in the Scout Movement is the Youth Program, institutional and community level areas form a fundamental part of the process, hence it is necessary to include their vision in the definition and implementation of youth involvement.

Cross-aligned. Youth involvement cannot be considered an isolated element in the institutional work. Youth involvement impacts all strategic areas of the NSO - Youth Programme, Adults in Scouting and Institutional Management.

Participative. In the design and implementation of youth involvement policies in any of the levels of the WOSM, the participation of young people is an essential requirement. To do so, the establishment of appropriate mechanisms is required to ensure this involvement.

Co-responsible. All the decision-making structures and bodies at the various levels of the National Scout Organizations, as well as at regional level, are jointly responsible for designing and implementing the youth involvement process within their influence spheres.

Integral. The Scout Movement considers the holistic development of young people. Therefore, youth involvement must promote human development from the interrelated areas of character, sociability, creativity, affectivity, physical and spirituality.

Equitable. Youth involvement must be established from a vision that features man and women as complementary beings, but with specific characteristics, which must be met.

Progressive. Effective youth involvement is a process that goes through various stages. To this end, it is necessary that instances, both at the NSO and regional level identify the degree of evolution in which they find themselves and, based on that, to establish a youth involvement policy that meets their needs and ensures total youth involvement.

Accessible. The principles contained in youth involvement policies, either at NSO levels or regionally, shall be easily accessible to all members of the organization.

Limitless. The guidelines set out in this policy, cannot be interpreted in the sense of restricting other activities or initiatives through which youth involvement is encouraged or is manifested.

Reproducible. This policy aims to be object of replication in all National Scout Organizations in the region.

5. YOUTH INVOLVEMENT

Youth involvement is the process by which young people, based on the values of the Scout Law and Promise, commit themselves and are an active part in decision-making at the unit level, institution and/ or community; contributing to the achievement of the Mission of the Scout Movement.

Youth involvement has the following purposes:

5.1. YOUTH RIGHTS

Youth have the right to participate and make their voice heard in the decisions that affect them. Participation is a fundamental right of all people, regardless of their age. Concerning youth, this right is granted in the UN Convention on the Rights of the Child, article 121.

5.2. DEMOCRACY AND RELEVANT

REPRESENTATION

The participation of all citizens is essential for a healthy democratic society. This, obviously, takes in to account the participation of young people. This is a particularly important reason in view of the decrease in the participation of youth in traditional political processes.

In organizations focused on youth, such as the Scout Movement, the participation of youth in decision-making ensures better representation and makes it possible to obtain the perspective of young people, which is different from that of an adult. By involving young people in planning and management, activities will continue to be relevant and effective, since they are based on the reality of young people.

5.3. YOUTH'S PERSPECTIVE

Youth are valued for their capacity to contribute new and fresh perspectives to the traditional ways of operating. When youth are excluded from positions of power or influence, their point of view tends to be seen as that of a stranger. Therefore, the participation of youth is very beneficial, among other aspects, in terms of contributing with new and more creative approaches.

5.4. DEVELOPMENT OF COMPETENCIES

The benefits of assigning responsibility to youth have been noted as well as the opportunity that this represents for the development of their skills and experience in management procedures. Youth can obtain much confidence as they see their opinions and experiences valued, contributing directly to a positive change in their community.

5.5. IMPROVEMENT OF DEMOCRACY AND DYNAMISM OF THE ASSOCIATIONS

In the majority of the Scout associations, most leaders are under the age of 30 and the majority of them offer the Scout program at grassroots level. If they are not involved in a democratic process that permits them to express their points of view about the needs of young people and the importance of the Scout programme; if they cannot express their expectations and the support they need; if they do not have something to say about the strategy and the management of the association, the Scout Movement faces a double danger:

• Without the feedback of the people who work at grassroots level, national leaders run the risk of losing contact with reality and will not be able to design and develop accurate strategies.

• Deprived of the opportunity to express their opinions and be heard, youth leaders lose their motivation and soon abandon the Scout Movement. Turnover increases and the quality of the programme deteriorates.

The interaction between grassroots level and higher levels, as well as participation and democracy, are necessary conditions for National Scout Organizations to be dynamic and efficient.

In regional and world levels of WOSM, the same argument can be applied: World and regional conferences, as well as the World and Regional Committees, require exposure to "new and fresh perspectives" provided by younger members. This is an indispensable condition to prevent stagnation.

Youth involvement seeks to achieve an intergenerational alliance that permits NSOs to become institutions in which all generations that conform it contribute significantly. This will permit the generational renewal, which will ensure the continuity of the institution.

5.6. PROJECTING THE SCOUT MOVEMENT TOWARDS THE COMMUNITY

As a youth movement, the image that the Scout Movement should project to the community to which it belongs, must be such that it shows that not only the young people are part of it, but that they are participating fully in the decision-making processes.

6. FIELDS OF YOUTH INVOLVEMENT

There are two main ways to address youth involvement within organizations:

Internally, ensuring that youth is heard and involved in decision making and planning within their organizations.

Externally, supporting youth with whom they work to get involved in public decision-making and addressing issues that are of interest to them.

Within the Scout Movement, these pathways are presented as:

Brownsea: The symbol of the scout camp, experiencing the community life within the Movement and acquiring citizenship skills. This experience is lived since beginning at unit level, but should be extended to other levels of the Movement.

Brownsea is made up of two elements: on the one hand, the experience of participation lived at unit level (in direct connection with the application of the Youth Programme) and, on the other hand, the experience of participation in other levels of Movement (local, national, and international).

Mafeking: The symbol of participation in the community: the Scout Movement creating opportunities for young people to take up real responsibility in the community.

Therefore, we can define three complementary areas of youth involvement:

• at unit level

• within the Movement

• at other levels; within the community, outside the movement

6.1.YOUTH INVOLVEMENT AT UNIT LEVEL

Youth involvement within the unit materializes in the operation of the structure and the decision-making bodies.

The basic structure of the Scout movement is the small group, and its operation is known as the patrol system. The system of small groups, in addition to being considered as the space in which young people participate in decision-making, is also the main tool of the Movement for education in citizenship.

The small group is that in which peers are considered as equals and have the same status, even though they develop different roles, in accordance with the needs of group life. In the small group, the leader is elected by his/her peers. The main objective of the patrol system is allowing youth to have a real participation in decision-making. Because of this, the team system has been identified as the main tool for the participation of young people in the Scout Movement.

The scout unit is a secondary group that brings together a larger number of people in order to perform differentiated tasks. The ends pursued by the unit are to manage interaction and cooperation between the primary groups.

Complementing the small group within a scout unit, there are other decision-making bodies:

The Unit Assembly is the body that periodically summons all young people to evaluate the life and progress of the unit and decide on the objectives and rules of group life, using the Scout Law as a reference.

The Unit Council is the executive body of the unit that involves the team leaders and adults responsible for the unit. This means that the adults responsible for the unit should not take any important decision outside the Unit Council (except for safety reasons).

The acquisition of citizenship and decision-making skills is included in the personal progression. You can't ask young persons to take accurate decisions and to participate actively in the democratic life of organizations and society, if prior to that they have not been educated to do so.

Playing an active role in the Scout movement prepares young people to acquire responsibilities in society. The team system is not only a model of organization of the group, but it is also a basic tool for citizenship education. To achieve this, the educational proposal of the Scout Movement, embodied in the Youth Programme, provides for the acquisition and practice of participatory competencies that young people is required to assume for his/her active participation in society. Adapted to every age range, these knowledge, skills and attitudes allow an evolutionary development in participation and decision-making, in which the youngster acquires a leading role.

To achieve the total youth involvement, the youth programme offered by the NSO shall provide the youngster with the necessary tools and a real space for their practice.

6.2. YOUTH INVOLVEMENT AT INSTITUTIONAL LEVEL

The Strategy

Scouting is a youth organization, therefore all areas must be open to the participation and involvement of young members at all levels to provide learning opportunities other than those already offered by the Scout Program in their Units. On the other hand, it also becomes an excellent mechanism to ensure cadres of well-trained people are involved in the administration and direction of the institution thereby ensuring a generational change in a timely manner.

The Organization

The Organization arose due to the needs of the Movement, which expanded rapidly and required it to formalize its internal and external relations. It consists of a professional structure that supports the strategies of Scouting, satisfies its needs and provides it with the needed services to ensure that it endures over time.

The Management Fields

The management areas are given by the basic and fundamental spaces in which all NSO must act from the institutional perspective. Each one is perfectly distinguishable from the other, both by the resources it uses, and by the products it generates, these are: Governance, Administration, Financial Development, Communications and Institutional Relations, International Relations, Operations, Risk Management and Ethics & Audit.

Although the structure of the organization has been conceived and developed to provide the support and services that the movement requires, this does not mean that young people cannot take part in this important work. For this reason, as well as in the Scout method "Nature" is included as one of its elements, which aims to give young people a real and challenging environment in which to develop their capabilities, in the same way it must be understood in the organizational space of the institution, so it should also be open to the participation of youth, given it is an opportunity for those who show an interest to venture into it to do so, turning their participation into a new educational experience.

This policy specifically proposes that youth can take part in running activities in the fields of management jointly with the responsible adults. In realizing this participation the interests expressed by young people, their competencies and their levels of development, should be taken into account.

6.2.1. Methods of participation and youth empowerment in the organizationn

Within the World Organization of the Scout Movement several youth involvement mechanisms have been identified that have demonstrated results when applied in the areas of the organization to fulfill their duties to support the Movement. Three methods are particularly relevant:

• The youth consultation model, which involves getting a group of young people together who are presented a topic and are asked to discuss about it and give possible solutions freely based on their expectations, knowledge and experiences.

• The youth advisory committee model, which consists in permanently convening a group of young people previously selected to exercise the role of advisors of the attending bodies.

• The partnership model between youth and adults, in which youth and adults share tasks to meet objectives.

Any or all of these models can be applied, choosing the one most suitable to the scenario and the needs of the moment.

6.3. YOUTH INVOLVEMENT IN THE COMMUNITY

The concept of community, in the scout environment, should be understood as a group of individuals that inhabit a particular area and therefore share habits, ways of life, tasks, etc., i.e. share common elements. This community presents particular situations, whether they are positive or negative, such that they promote sharing achievements, in the case of the first, and to join efforts to look for solutions, in the case of the latter. The scout unit is part of the community in which it develops its activities and therefore should participate with it actively.

The young scout can participate in his community in several ways. One of them is in the context of the scout unit: collaborating in different actions for the benefit of the community that are assigned to him and the scout unit, and in which the young people participate, always accompanied by other members of his unit or scout group. For example, how the scout unit collaborates in the maintenance of a public space that the scout group uses frequently.

Additionally, the young scout can participate in the community on an individual basis, participating in any organization outside the scout unit, be it religious or social in nature.

The third method of participation is when a group of young scouts develop a project for their community, in which other youth can participate. This third method is the one that shows the true empowerment the Scout Movement accomplishes in its youth, where its constructive role is revealed.

The Mission of the Scout Movement in its final part mentions the following: "In order to play a constructive role in society". In this point resides the importance of youth involvement in its maximum expression, which is the Community (society). Neither youth involvement in the youth programme nor youth involvement at the institutional level can project the Scout Movement in such extent as when its young people participate in the community to which they belong, associating and interacting with other social actors.

6.4. PROCESO DE PARTICIPACIÓN JUVENIL

La participación juvenil se refiere al involucramiento de la gente joven en el proceso de:

*   needs identification

*   finding solutions

*   decision making

*   planning g, coordinating and implementing actions,

*   establishing common rules,

*   evaluating results.

7. RESPONSIBILITIES

7.1. NATIONAL LEVEL

The national level is responsible for providing the necessary tools to encourage youth involvement. Their responsibilities are listed below but are not limited.

*   Develop and implement its national policy of youth involvement.

*   Designing a youth programme that develops the necessary skills for youth involvement.

*   Ensure permanent spaces for effective participation and consultation of young people.

*   Ensure youth representation in the decision-making bodies.

*   Guarantee the means so that young people can acquire competences for youth involvement.

*   Adjust the training of adult resources to support implementation of the youth programme.

*   Connect the NSO with agents of the community.
*   Guarantee youth involvement at higher levels (subregional, regional and world).

7.2. REGIONAL LEVEL

Bodies that act at regional level (Interamerican Scout Committee and World Scout Bureau - Interamerican Region), likewise, have responsibilities to promote and support youth involvement. Listed, but not limited to, are the following:

*   Providing opportunities for young people to participate in decisionmaking at the regional level.

*   Ensuring the representation of young people in technical committees and other consultative bodies.

*   Organizing youth involvement events.

*   Developing supporting material that ensures the implementation of this policy of youth involvement in the NSOs.

*   Monitor the progress of youth involvement in the NSOs.

*   Attend to youth involvement in regional communications.

8. REVISION AND UPDATING

Youth involvement is a dynamic process, closely linked with the fast changes in the interest and needs of youth. For this reason, each NSO as well as the regional level, are required to establish systematic processes that allow for evaluation and revision of their youth involvement policies at regular intervals, in order to respond to those changes.

For this purpose, a deep and systematic review of the policy should take place within a span of no longer than 10 years, establishing the appropriate mechanisms to ensure the total youth involvement.

9. GLOSSARY

Young people. Everyone aged between the lower age limits established by each NSO to be a recipient of program, and prior to reaching 30 years of age.

Youth Participation: It is a process that ensures that young people are involved in a decisive manner in the decisions that affect their lives. It creates volunteer opportunities so that young people are a part of changes and decisions that are made in their communities.

Leadership development: This is a process that builds on the potential of young people and provides them with experiences that outweigh situations of invalidation and inequality.

Youth involvement. Is a process that ensures youth have a voice in the decisions that affect their lives. It creates volunteer opportunities for youth to be a part of the changes and decisions being made in their communities.

Empowerment: Generally speaking, empowerment is a process in which a person or community gives or gets power from another. Actually, power is not a thing that you can have or not, give or receive. Power is not outside the person or the community.

Youth empowerment: Young people have different talents and strengths that they can use to address their problems and challenges, but sometimes they need training and support in order that they can develop and use these talents in the most efficient ways.